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(54) **PRESENTATION GENERATION USING SCORECARD ELEMENTS**

(75) Inventors: **Ian Tien**, Seattle, WA (US); **Corey Hulen**, Sammamish, WA (US); **Chen-I Lim**, Bellevue, WA (US)

(73) Assignee: **Microsoft Technology Licensing, LLC**, Redmond, WA (US)

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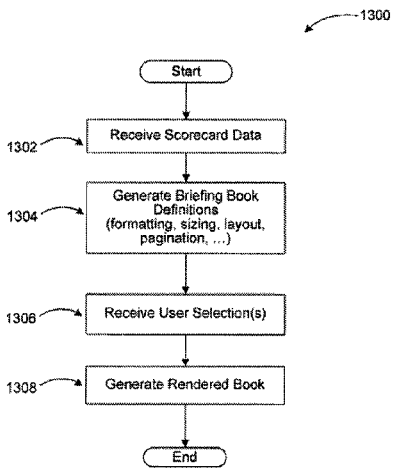
Primary Examiner — Scott Baderman
Assistant Examiner — Asher Kells
(74) *Attorney, Agent, or Firm* — Thomas Wong; Jim Ross; Micky Minhas

(57) **ABSTRACT**

Scorecard data including scorecard views, and the like are exported to a presentation application for generating a presentation based on the scorecard data. Briefing book definitions are generated based on the scorecard data, default parameters and user-defined parameters for providing a user selections for the presentations. Using composite objects, scorecard and report views may be reformatted, resized, laid out, and paginated according to the presentation preferences. Once the user selections are received the presentation may be rendered generating charts based on the data, grouping and breaking down views, incorporating unstructured data, and the like.

15 Claims, 13 Drawing Sheets



METHODS

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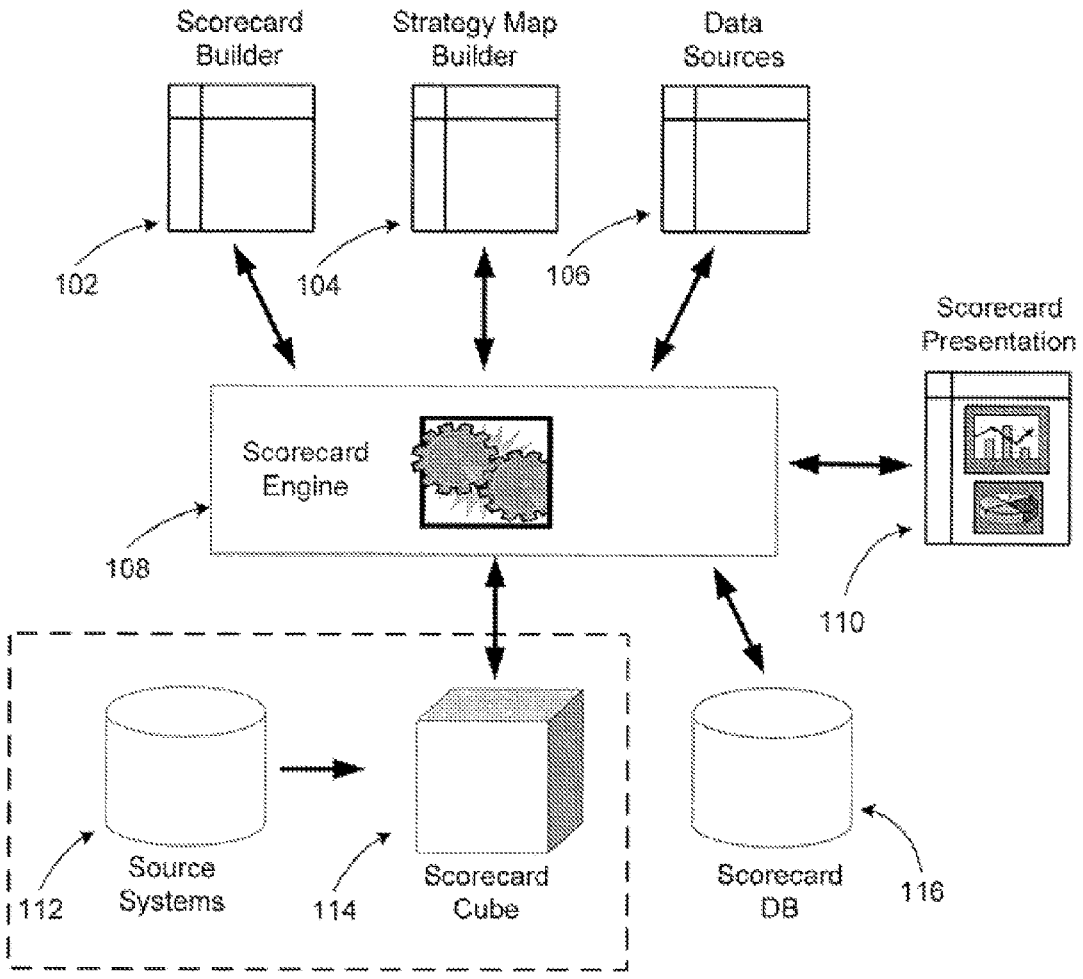

Scorecard Builder
Strategy Map Builder
Data Sources
102
104
106
Scorecard Presentation
Scorecard Engine
108
110
Source Systems
Scorecard Cube
Scorecard DB
112
114
116
SCORECARD ARCHITECTURE

FIG. 1

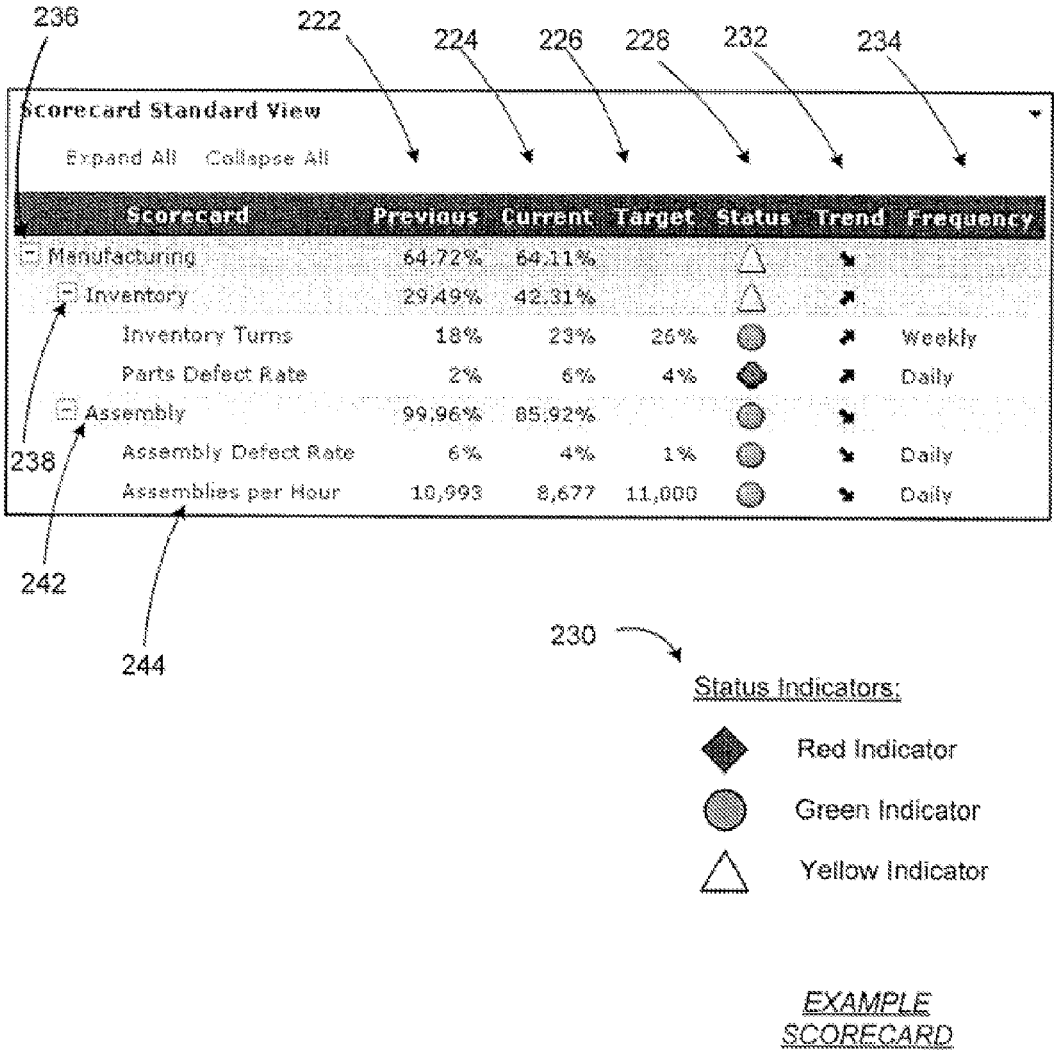

236
222
224
226
228
232
234
Scorecard Standard View
Expand All Collapse All
Scorecard Previous Current Target Status Trend Frequency
Manufacturing 64.72% 64.11%
Inventory 29.49% 42.31%
Inventory Turns 18% 23% 25% Weekly
Parts Defect Rate 2% 6% 4% Daily
Assembly 99.96% 85.92%
Assembly Defect Rate 6% 4% 1% Daily
Assemblies per Hour 10,993 8,677 11,000 Daily
238
242
244
230
Status Indicators:
Red Indicator
Green Indicator
Yellow Indicator
EXAMPLE SCORECARD

FIG. 2

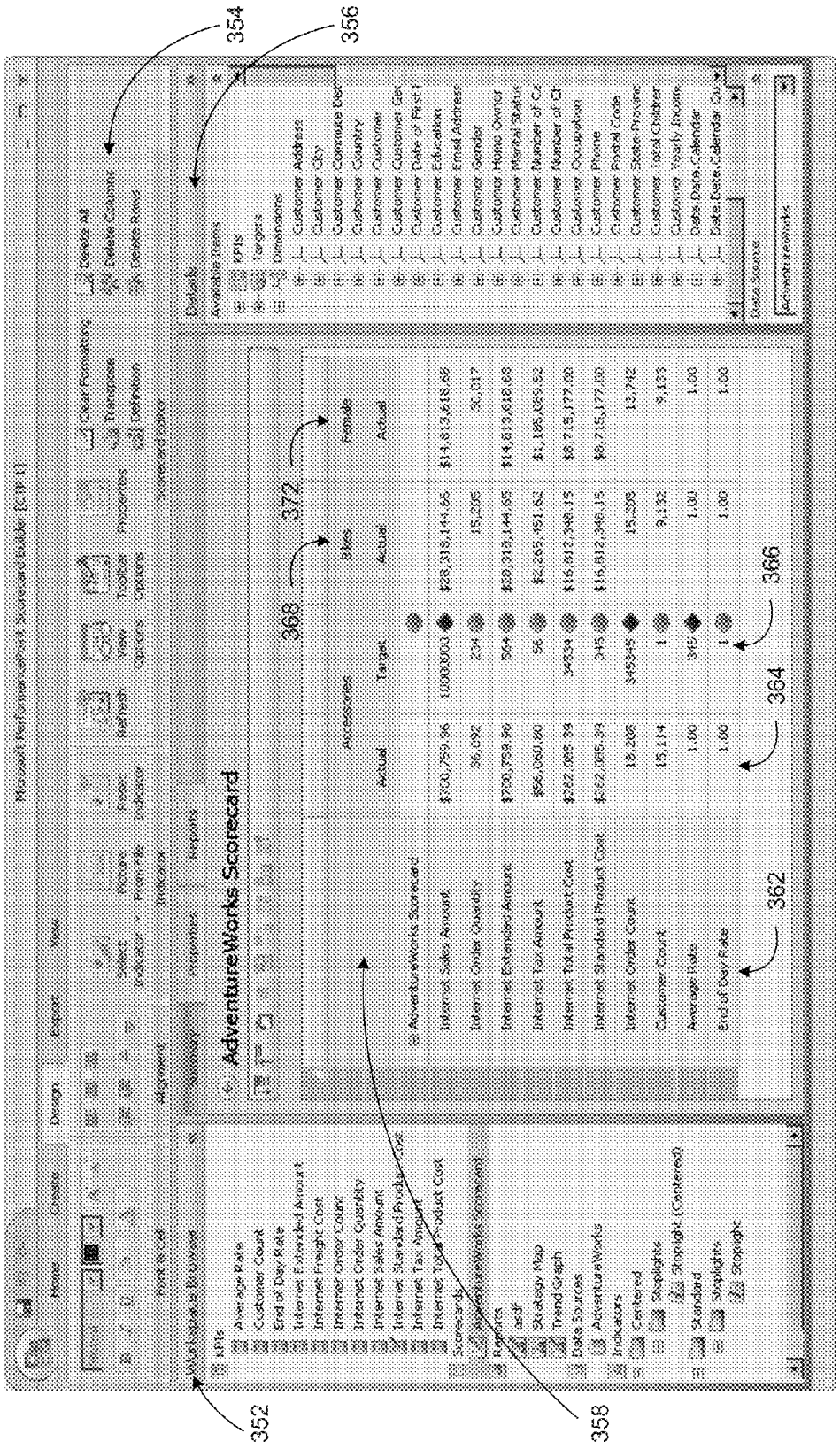


FIG. 3

EXAMPLE SCORECARD APPLICATION SCREENSHOT

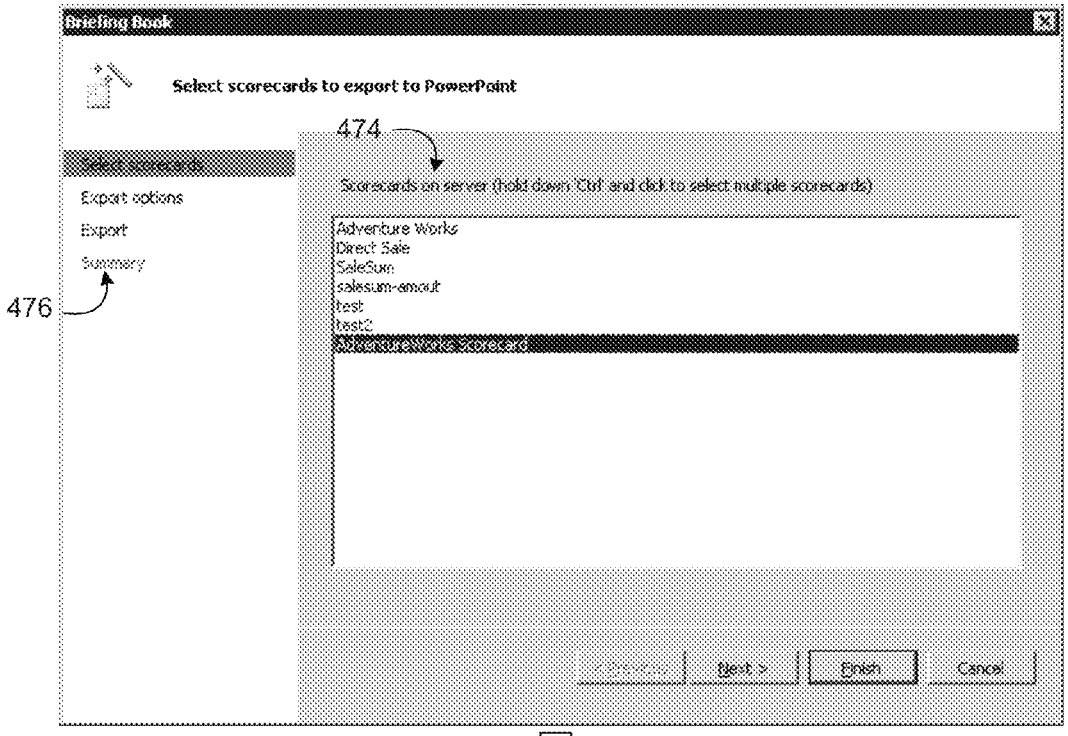


FIG. 4A

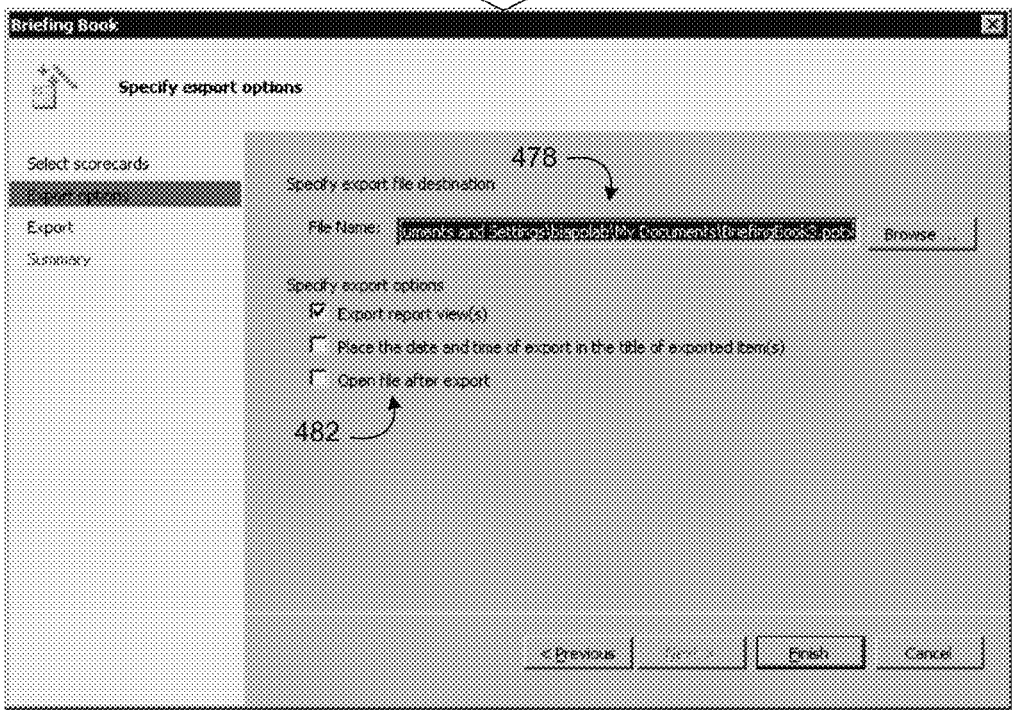
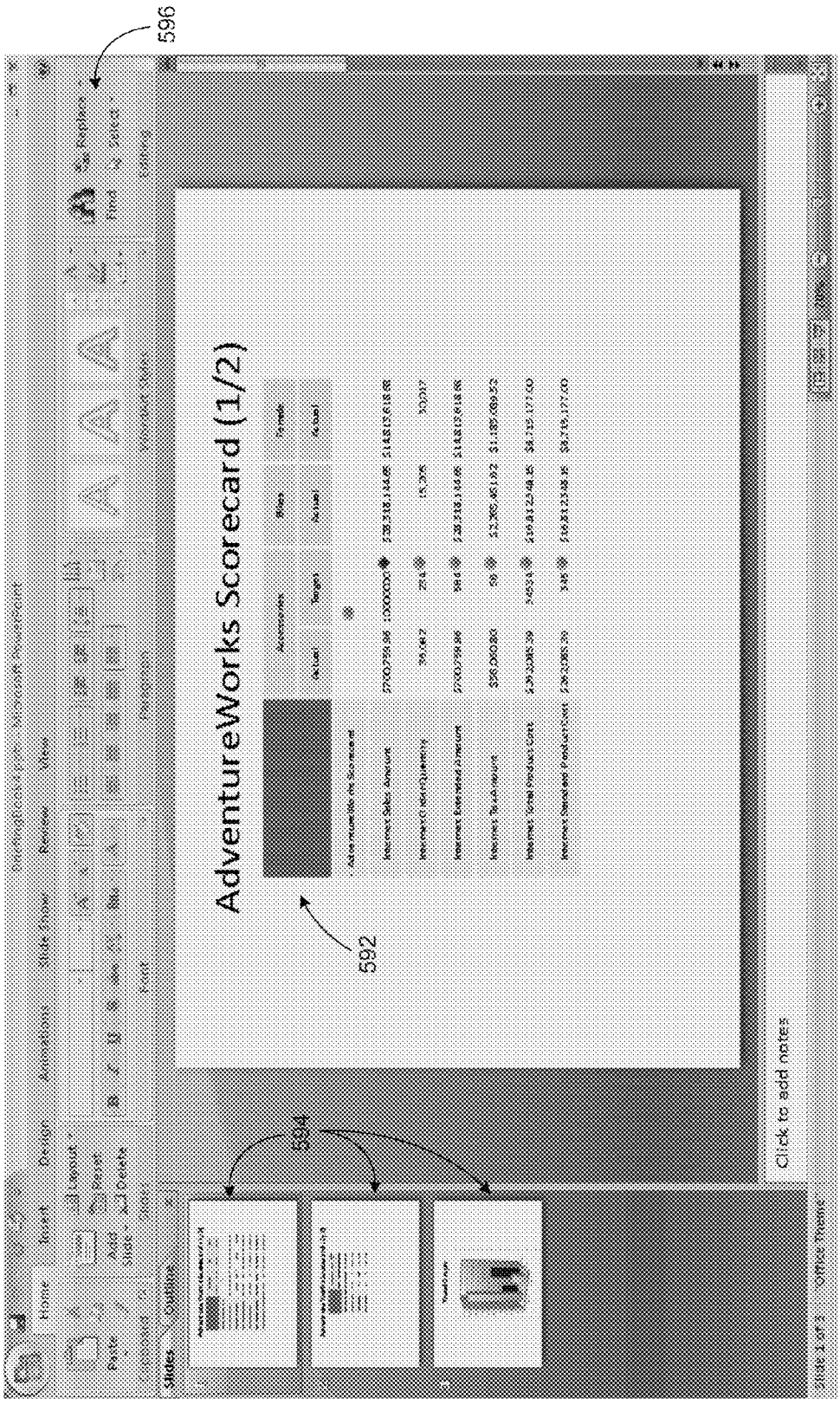


FIG. 4B

SCORECARD EXPORT SCREENSHOTS



EXAMPLE SCORECARD IN PRESENTATION APPLICATION

FIG. 5

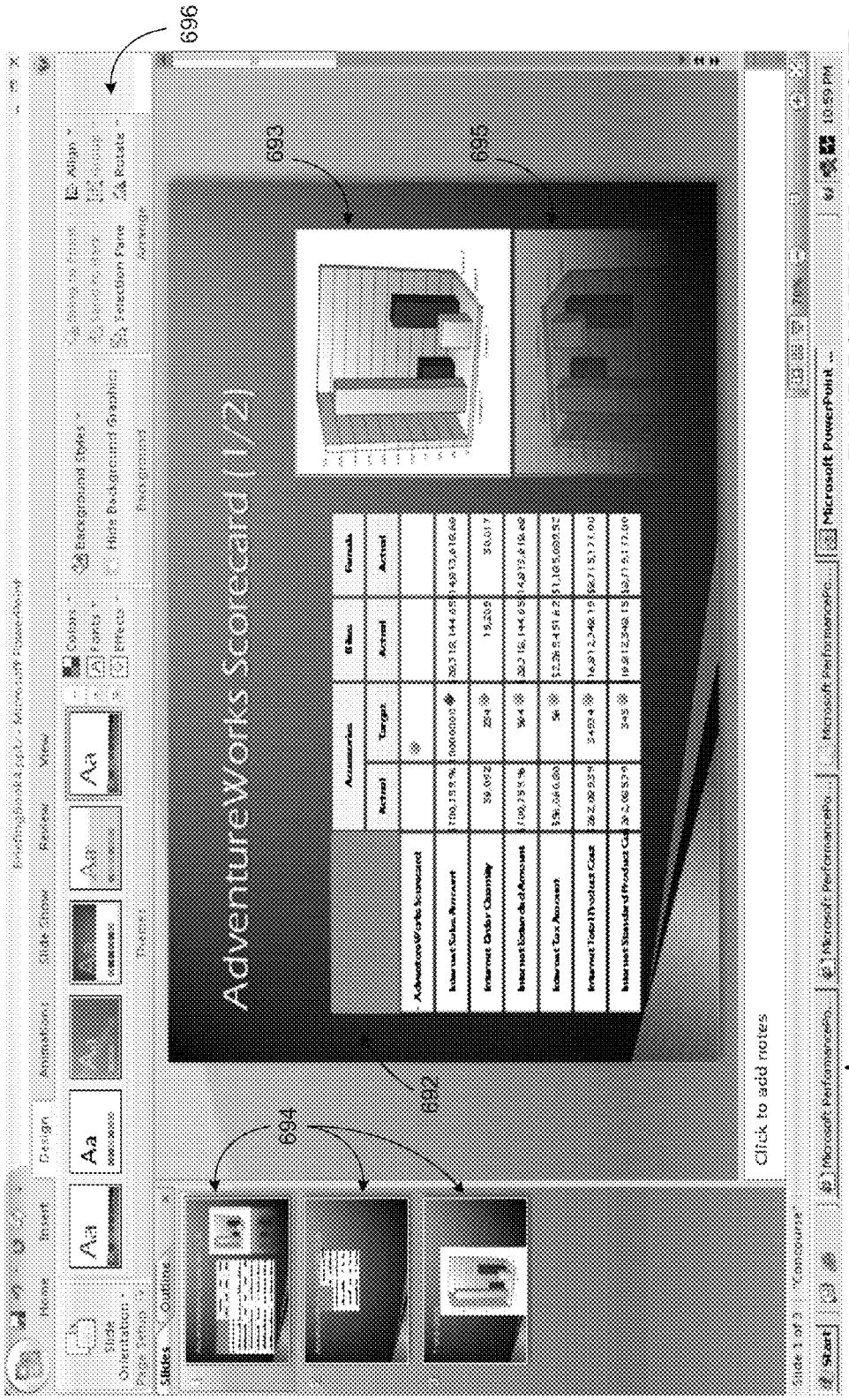
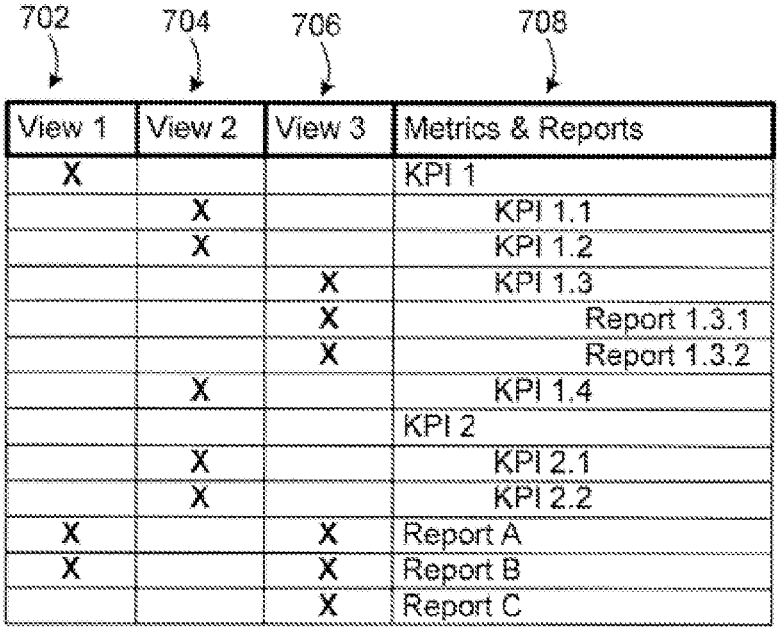


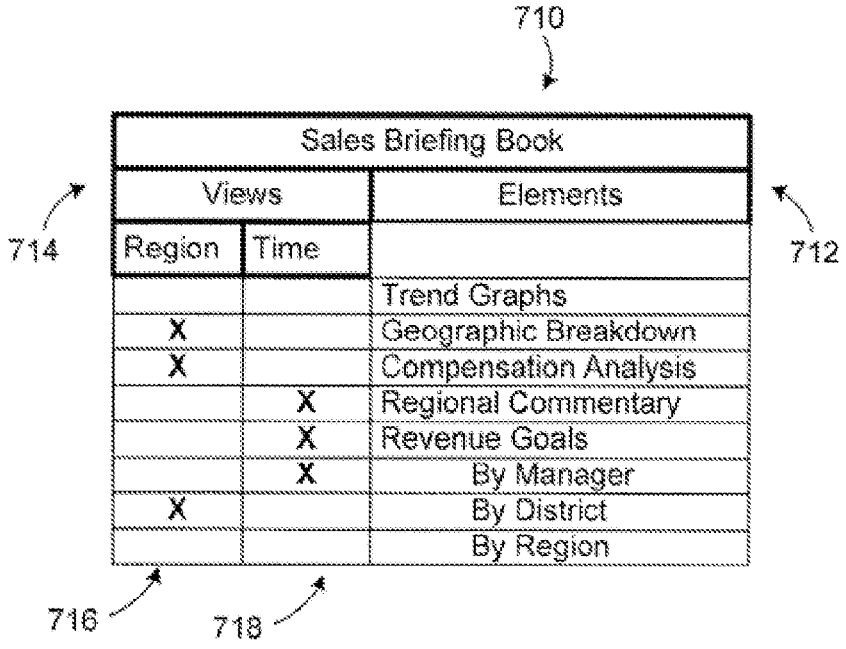
FIG. 6

EXAMPLE SCORECARD AND REPORTS IN PRESENTATION APPLICATION



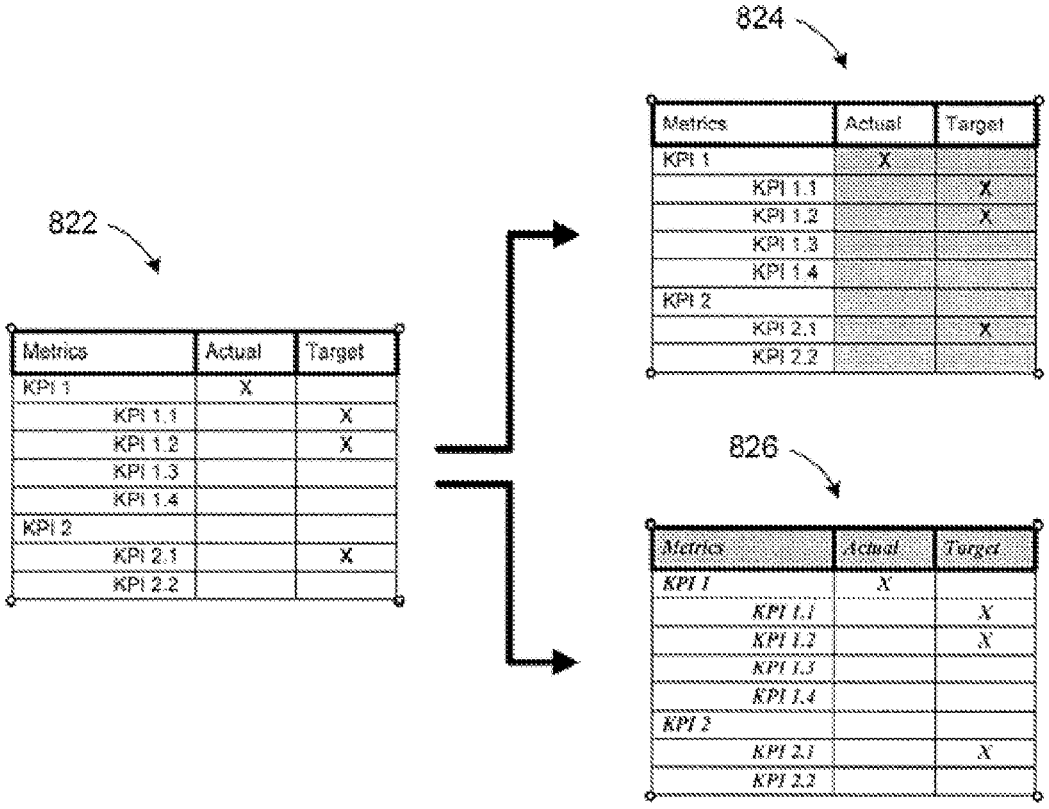
SELECTION OF METRICS AND REPORTS FOR DIFFERENT VIEWS

FIG. 7A



SELECTION OF ELEMENTS FOR DIFFERENT VIEWS

FIG. 7B



USE OF COMPOSITE OBJECTS IN EXPORTING SCORECARD DATA

FIG. 8

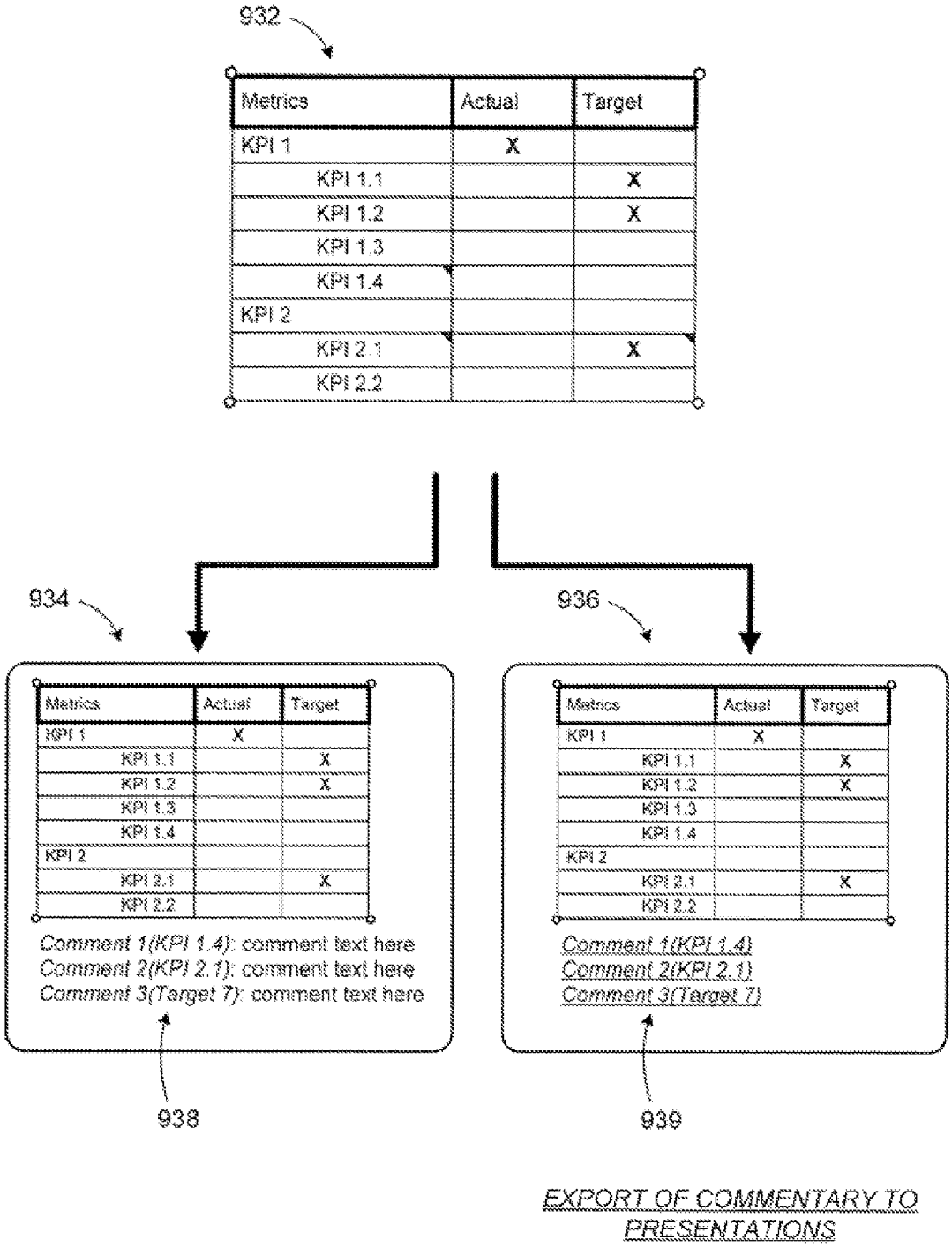
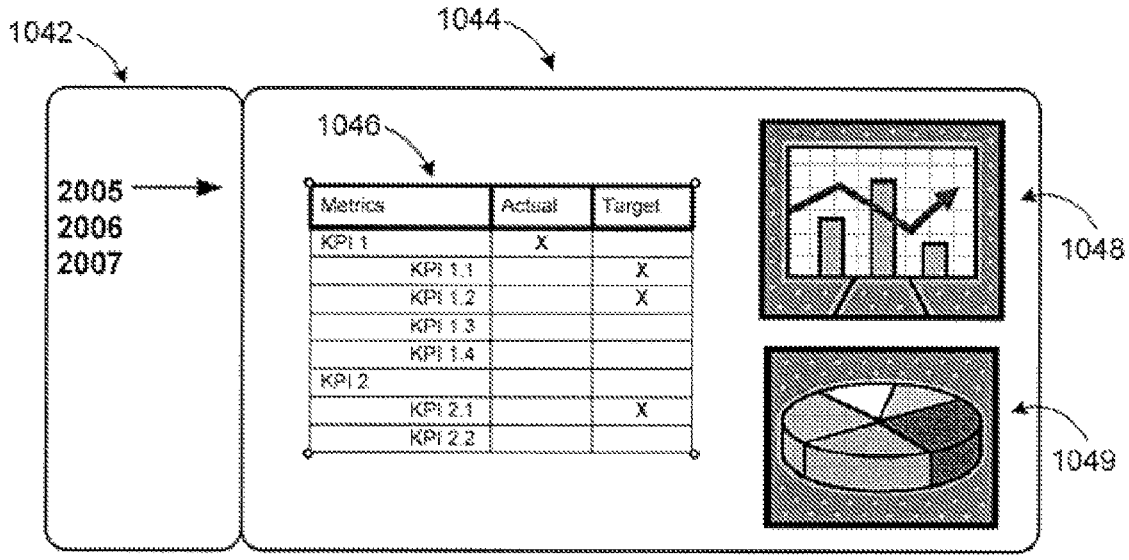

932
Metrics
Actual
Target
KPI 1
X
KPI 1.1
X
KPI 1.2
X
KPI 1.3
KPI 1.4
KPI 2
KPI 2.1
X
KPI 2.2
934
936
Comment 1(KPI 1.4): comment text here
Comment 2(KPI 2.1): comment text here
Comment 3(Target 7): comment text here
Comment 1(KPI 1.4)
Comment 2(KPI 2.1)
Comment 3(Target 7)
938
939
EXPORT OF COMMENTARY TO PRESENTATIONS

FIG. 9



EXAMPLE USE OF CACHED DATA IN PRESENTATION

FIG. 10

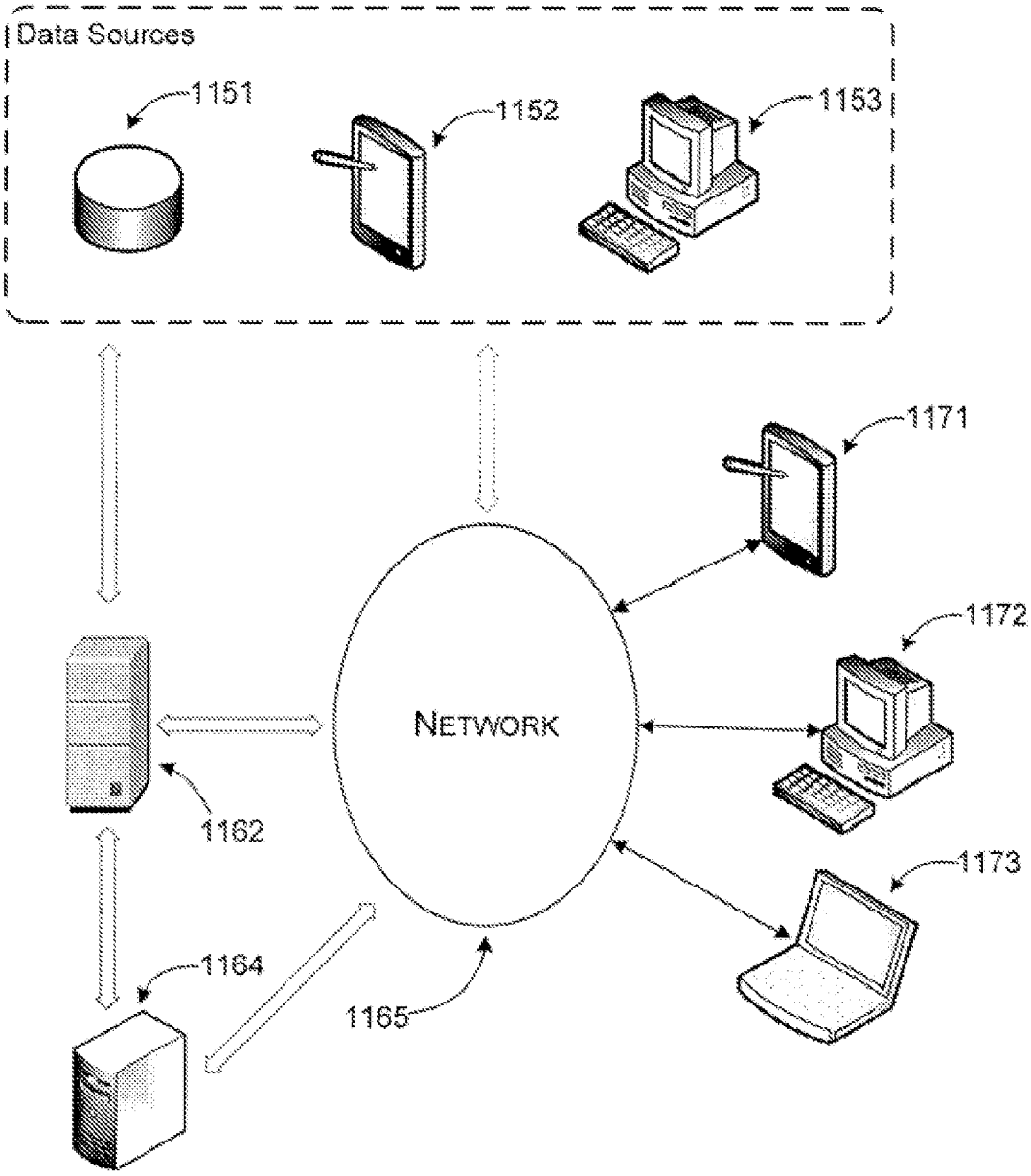
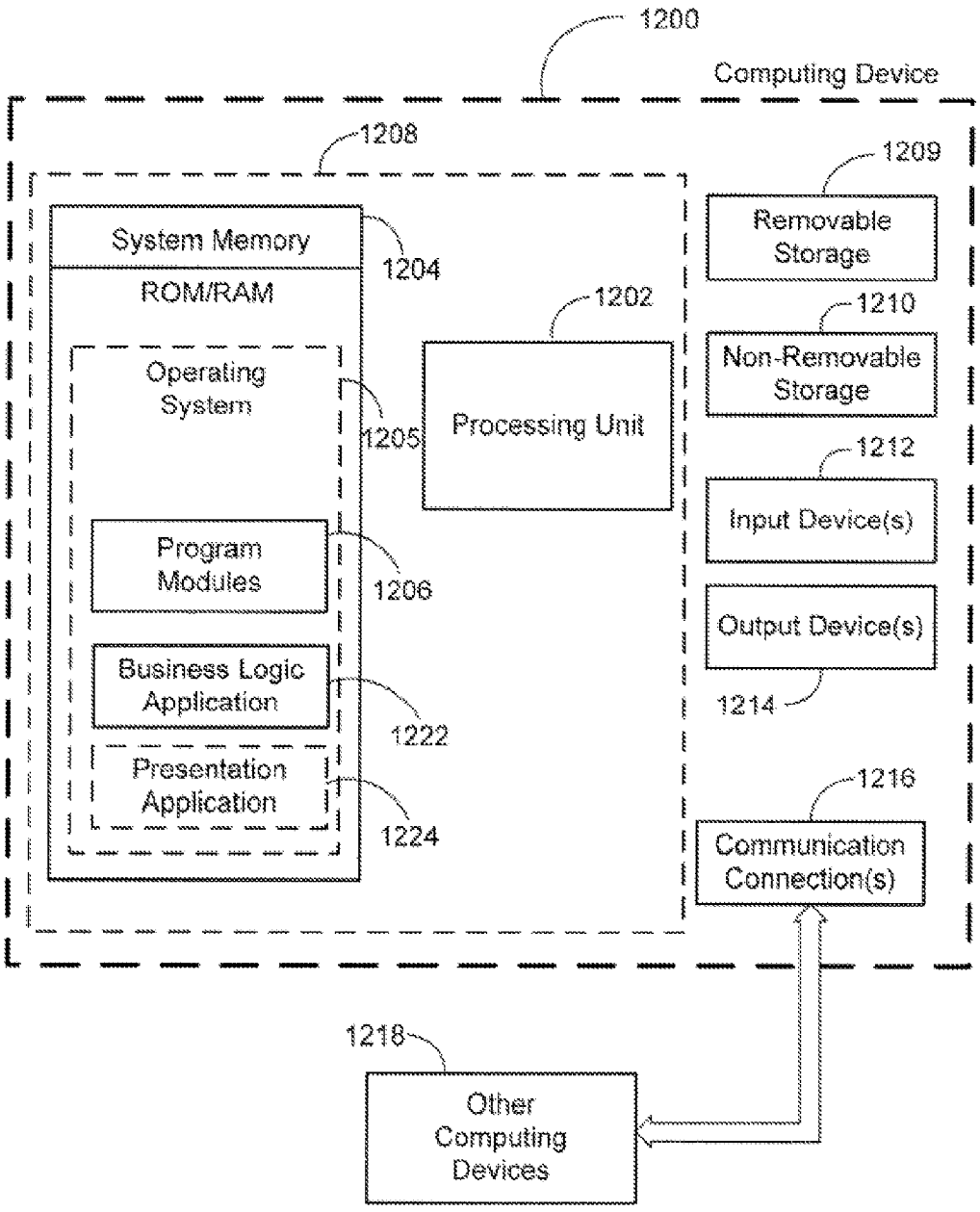
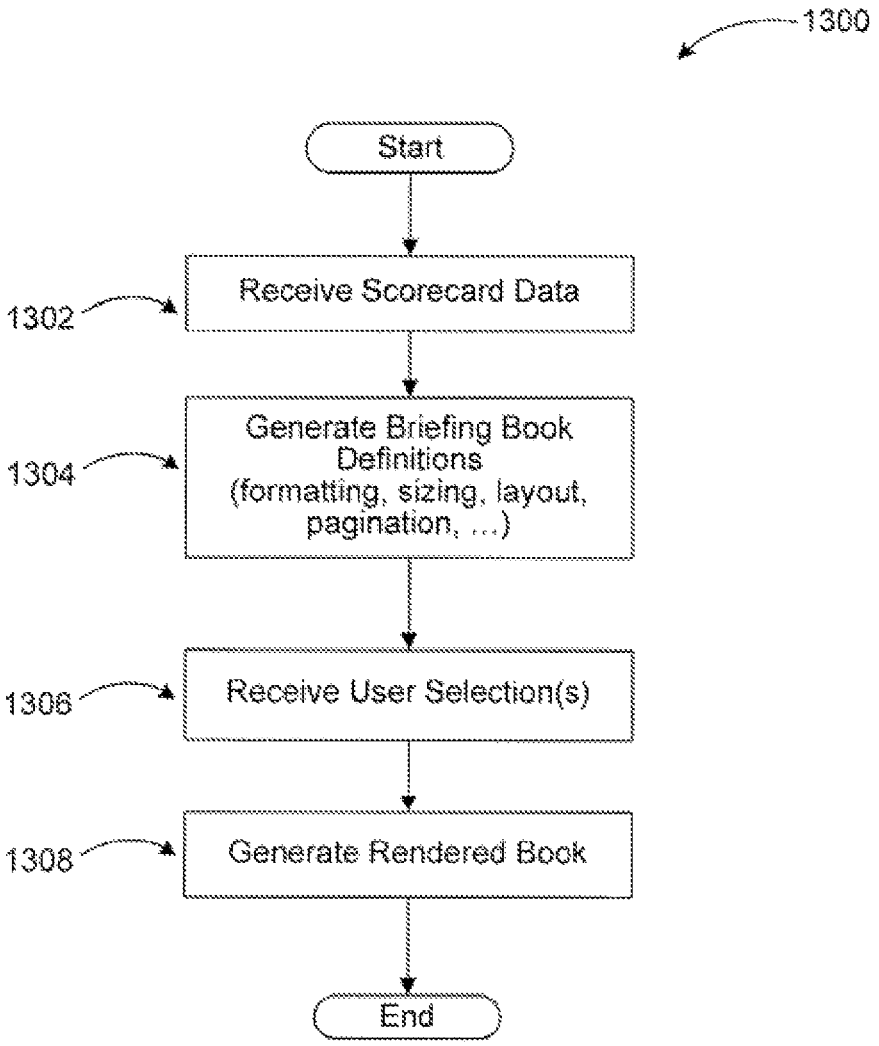

Data Sources
1151
1152
1153
1171
1172
1173
NETWORK
1162
1164
1165
EXAMPLE NETWORKED ENVIRONMENT

FIG. 11



EXAMPLE COMPUTING DEVICE ENVIRONMENT

FIG. 12



METHODS

FIG. 13

PRESENTATION GENERATION USING SCORECARD ELEMENTS

BACKGROUND

Key Performance Indicators are quantifiable measurements that reflect the critical success factors of an organization ranging from income that comes from return customers to percentage of customer calls answered in the first minute. Key Performance Indicators may also be used to measure performance in other types of organizations such as schools, social service organizations, and the like. Measures employed as KPI within an organization may include a variety of types of revenue in currency, growth or decrease of a measure in percentage, actual values of a measurable quantity, and the like.

The systems within which performance data (e.g. business performance data) is modeled and processed are typically not well aligned with the productivity tools used to present data, such as presentation applications. Many hours are spent manually transferring and then formatting data from the business system into the presentation tools, often on a periodic basis for reporting. The productivity loss to enterprise engaging in low level activities combined with the potential for error and misinformation represents vast amounts of wasted resource.

SUMMARY

This summary is used to introduce a selection of concepts in a simplified form that are further described below in the Detailed Description. This summary is not intended to identify key features or essential features of the claimed subject matter, nor is it intended as an aid in determining the scope of the claimed subject matter.

Embodiments are directed to generating renderings of scorecard elements, reports, and associated unstructured data independent from a scorecard application. Views selected by a user may be combined, grouped, or paginated based on default and/or user-defined parameters of the rendering application such as a presentation application. Views may also be reformatted, resized, and laid out according to rendering application preferences.

These and other features and advantages will be apparent from a reading of the following detailed description and a review of the associated drawings. It is to be understood that both the foregoing general description and the following detailed description are explanatory only and are not restrictive of aspects as claimed.

BRIEF DESCRIPTION OF THE DRAWINGS

FIG. **1** illustrates an example scorecard architecture according to aspects;

FIG. **2** illustrates a screenshot of an example scorecard;

FIG. **3** is a screenshot of an example scorecard application with an example scorecard;

FIGS. **4**A and **4**B are screenshots of user interfaces of the scorecard application of FIG. **3** for exporting scorecard associated data to a presentation file;

FIG. **5** illustrates a screenshot of a presentation application with the example scorecard of FIG. **3**;

FIG. **6** is another screenshot of the presentation application of FIG. **5** showing the example scorecard and two related charts on the same slide;

FIG. **7**A illustrates selection of metrics and reports of a scorecard for different views;

FIG. **7**B illustrates selection of elements of a scorecard beyond metrics and reports for different views;

FIG. **8** illustrates example effects of using composite objects in exporting scorecard data;

FIG. **9** illustrates different configurations of commentary export from a scorecard to a presentation;

FIG. **10** illustrates an example use of cached scorecard data in a presentation;

FIG. **11** illustrates data driven presentation generation within a business logic service in a networked system;

FIG. **12** is a block diagram of an example computing operating environment, where embodiments may be implemented; and

FIG. **13** illustrates a logic flow diagram for a process of generating a presentation from a scorecard in a data driven manner.

DETAILED DESCRIPTION

As briefly described above, users of business logic applications processing scorecards may be enabled to visually select elements and reports associated with a scored for generation of a presentation of other output based on the scorecard data. In the following detailed description, references are made to the accompanying drawings that form a part hereof, and in which are shown by way of illustrations specific embodiments or examples. These aspects may be combined, other aspects may be utilized, and structural changes may be made without departing from the spirit or scope of the present disclosure. The following detailed description is therefore not to be taken in a limiting sense, and the scope of the present invention is defined by the appended claims and their equivalents.

While the embodiments will be described in the general context of program modules that execute in conjunction with an application program that runs on an operating system on a personal computer, those skilled in the art will recognize that aspects may also be implemented in combination with other program modules.

Generally, program modules includes routines, programs, components, data structures, and other types of structures that perform particular tasks or implement particular abstract data types. Moreover, those skilled in the art will appreciate that embodiments may be practiced with other computer system configurations, including hand-held devices, multiprocessor systems, microprocessor-based or programmable consumer electronics, minicomputers, mainframe computers, and the like. Embodiments may also be practiced in distributed computing environments where tasks are performed by remote processing devices that are linked through a communications network. In a distributed computing environment, program modules may be located in both local and remote memory storage devices.

Embodiments may be implemented as a computer process (method), a computing system, or as an article of manufacture, such as a computer program product or computer readable media. The computer program product may be a computer storage media readable by a computer system and encoding a computer program of instructions for executing a computer process. The computer program product may also be a propagated signal on a carrier readable by a computing system and encoding a computer program of instructions for executing a computer process.

Referring to FIG. **1**, an example scorecard architecture is illustrated. The scorecard architecture may comprise any topology of processing systems, storage systems, source sys-

tems, and configuration systems. The scorecard architecture may also have a static or dynamic topology.

Scorecards are an easy method of evaluating organizational performance. The performance measures may vary from financial data such as sales growth to service information such as customer complaints. In a non-business environment, student performance and teacher assessments may be another example of performance measures that can employ scorecards for evaluating organizational performance. In the exemplary scorecard architecture, a core of the system is scorecard engine **108**. Scorecard engine **108** may be an application software that is arranged to evaluate performance metrics. Scorecard engine **108** may be loaded into a server, executed over a distributed network, executed in a client device, and the like.

Data for evaluating various measures may be provides by a data source. The data source may include systems **112**, which provide data to a scorecard cube **114**. Source systems **112** may include multi-dimensional databases such OLAP, other databases, individual files, and the like, that provide raw data for generation of scorecards. Scorecard cube **114** is a multi-dimensional database for storing data to be used in determining Key Performance Indicators (KPIs) as well as generated scorecards themselves. As discussed above, the multi-dimensional nature of scorecard cube **114** enables storage, use, and presentation of data over multiple dimensions such as compound performance indicators for different geographic areas, organizational groups, or even for different time intervals. Scorecard cube **114** has a bi-directional interaction with scorecard engine **108** providing and receiving raw data as well as generated scorecards.

Scorecard database **116** is arranged to operate in a similar manner to scorecard cube **114**. In one embodiment, scorecard database **116** may be an external database providing redundant back-up database service.

Scorecard builder **102** may be a separate application or part of a business logic application such as the performance evaluation application, and the like. Scorecard builder **102** is employed to configure various parameters of scorecard engine **108** such as scorecard elements, default values for actuals, targets, and the like. Scorecard builder **102** may include a user interface such as a web service, a GUI, and the like.

Strategy map builder **104** is employed for a later stage in scorecard generations process. As explained below, scores for KPIs and other metrics may be presented to a user in form of a strategy map. Strategy map builder **104** may include a user interface for selecting graphical formats, indicator elements, and other graphical parameters of the presentation.

Data Sources **106** may be another source for providing raw data to scorecard engine **108**. Data sources **106** may also define KPI mappings and other associated data.

Additionally, the scorecard architecture may include scorecard presentation **110**. This may be an application to deploy scorecards, customize views, coordinate distribution of scorecard data, and process web-specific applications associated with the performance evaluation process. For example, scorecard presentation **110** may include a web-based printing system, and email distribution system, and the like. In some embodiments, scorecard presentation **110** may be an interface that is used as part of the scorecard engine to export data for generating presentations or other forms of scorecard-related documents in an external application. For example, metrics, reports, and other elements (e.g. commentary) may be provided with metadata to a presentation application (e.g. PowerPoint® of MICROSOFT CORPORATION of Redmond, Wash.) a word processing application, or a graphics application to generate slides, documents, images, and the like, based on selected scorecard data.

FIG. **2** illustrates a screenshot of an example scorecard with status indicators **230**. As explained before, Key Performance Indicators (KPIs) are specific indicators of organizational performance that measure a current state in relation to meeting the targeted objectives. Decision makers may utilize these indicators to manage the organization more effectively.

When creating a KPI, the KPI definition may be used across several scorecards. This is useful when different scorecard managers might have a shared KPI in common. This may ensure a standard definition is used for that KPI. Despite the shared definition, each individual scorecard may utilize a different data source and data mappings for the actual KPI.

Each KPI may include a number of attributes. Some of these attributes include frequency of data, unit of measure, trend type, weight, and other attributes.

The frequency of data identifies how often the data is updated in the source database (cube). The frequency of data may include: Daily, Weekly, Monthly, Quarterly, and Annually.

The unit of measure provides an interpretation for the KPI. Some of the units of measure are: Integer, Decimal, Percent, Days, and Currency. These examples are not exhaustive, and other elements may be added without departing from the scope of the invention.

A trend type may be set according to whether an increasing trend is desirable or not. For example, increasing profit is a desirable trend, while increasing defect rate is not. The trend type may be used in determining the KPI status to display and in setting and interpreting the KPI banding boundary values. The arrows displayed in the scorecard in FIG. **2** indicate how the numbers are moving this period compared to the last. If in this period the number is greater than the last period, the trend is up regardless of the trend type. Possible trend types may include: Increasing Is Better, Decreasing Is Better, and On-Target Is Better.

Weight is a positive integer used to qualify the relative value of the KPI in relation to other KPIs. It is used to calculate the aggregated scorecard value. For example, if an Objective in a scorecard has two KPIs, the first KPI has a weight of 1, and the second has a weight of 3 the second KPI is essentially three times more important than the first, and this weighted relationship is part of the calculation when the KPIs' values are rolled up to derive the values of their present metric.

Other attributes may contain pointers to custom attributes that may be created for documentation purposes or used for various other aspects of the scorecard system such as creating different views in different graphical representations of the finished scorecard. Custom attributes may be created for any scorecard element and may be extended or customized by application developers or users for use in their own applications. They may be any of a number of types including text, numbers, percentages, dates, and hyperlinks.

One of the benefits of defining a scorecard is the ability to easily quantify and visualize performance in meeting organizational strategy. By providing a status at an overall scorecard level, and for each perspective, each objective or each KPI rollup, one may quickly identify where one may be off target. By utilizing the hierarchical scorecard definition along with the KPI weightings, a status value is calculated at each level of the scorecard.

First column of the scorecard shows example top level metric **236** "Manufacturing" with its reporting KPIs **238** and **242** "Inventory" and "Assembly". Second column **222** in the scorecard shows results for each measure from a previous

measurement period. Third column **224** shows results for the same measures for the current measurement period. In one embodiment, the measurement period may include a month, a quarter, a tax year, a calendar year, and the like.

Fourth column **226** includes target values for specified KPIs on the scorecard. Target values may be retrieved from a database, entered by a user, and the like. Column **228** of the scorecard shows status indicators **230**.

Status indicators **230** convey the state of the KPI. An indicator may have a predetermined number of levels. A traffic light is one of the most commonly used indicators. It represents a KPI with three levels of results—Good, Neutral, and Bad. Traffic light indicators may be colored red, yellow, or green. In addition, each colored indicator may have its own unique shape. A KPI may have one stoplight indicator visible at any given time. Other types of indicators may also be employed to provide status feedback. For example, indicators with more than three levels may appear as a bar divided into sections, or bands. Column **232** includes trend type arrows as explained above under KPI attributes. Column **234** shows another KPI attribute, frequency.

FIG. **3** is a screenshot of an example scorecard application with an example scorecard. The example scorecard application may be part of a business logic service that collects, processes, and analyzes performance data from various aspects of an organization.

The user interface of the scorecard application as shown in the screenshot includes controls **354** for performing actions such as formatting of data, view options, actions on the presented information, and the like. The main portion of the user interface displays scorecard **358** "Adventure Works Scorecard". The scorecard includes metrics such as "Internet Sales Amount", "Internet Order Quantity", "Customer Count", and the like in column **362**. Columns **364** and **366** respectively display actuals and targets for the category of "Accessories" for each of the listed metrics. Column **368** and **372** display the actuals for the categories "Bikes" and "Female" (referring to female bikes).

Side panel **352** titled "Workspace Browser" provides a section of available KPIs as well as elements of the scorecard such indicators and reports that are associated with the selected scorecard. Other side panel **356** provides additional details about available scorecard elements such as a collapsible list of KPIs, targets, and dimension combinations.

According to some embodiments, portions of all of the presented scorecard may be exported to a presentation application for generating a presentation such as slides, images, and the like based on selected elements of the scorecard. For example, reports for selected metrics along with the source data, commentaries, and the like may be compiled into a report book to be rendered as a presentation.

FIGS. **4**A and **4**B are screenshots of user interfaces of the scorecard application of FIG. **3** for exporting scorecard associated data to a presentation file. The scorecard application of FIG. **3** may handle a plurality of scorecards at any given time. Thus, a list of scorecards may be made available to a user for selection to be exported.

The user interface screenshot in FIG. **4**A illustrates a control panel **476** for actions and a selection panel **474** displaying a list of available scorecards for export. The user may select a desired scorecard by clicking on its name and move to the next screen. Scorecards may be represented in the selection by their names, by icons, other graphics, combinations, and the like.

The screenshot in FIG. **4**B is of the user interface when "Export Options" are selected in the control panel **276**. The options may include a destination path **478** for a file to be exported to and other actions such as whether or not report view should also be exported, whether a place and time of export should be included in the title, and whether the file should be opened at the conclusion of the export (as indicated by reference numeral **482**).

FIG. **5** illustrates a screenshot of presentation application **590** with the example scorecard of FIG. **3**. Presentation application **590** in this example screenshot is a slide presentation application. As mentioned previously, other types of applications rendering selected scorecard elements as other types of documents (e.g. images) may also be implemented.

Presentation application **590** also includes a controls portion **596** for performing actions such as formatting, editing, and the like on the generated presentation. The main view panel of the presentation application user interface displays the example scorecard of FIG. **3**. In this example scenario, all elements of the scorecard shown in FIG. **3** are selected. Therefore, the scorecard is shown without change in content. Formatting is different however. Format elements such as fonts, font sizes, background color are adjusted to default values of the presentation application. As will be discussed later in conjunction with FIG. **8**, scorecard data is exported using composite objects. This enables the receiving application to reformat and resize the presented data according to its parameters.

Depending on selections made by the user during the export operation, subsets of the scorecard data, particular reports associated with the scorecard may also be rendered by presentation application **590**. Other available renderings are indicated as minimized slides **594** in the side panel of the presentation application user interface.

FIG. **6** is another screenshot of the presentation application of FIG. **5** showing the example scorecard and two related charts on the same slide.

Controls **696** of the presentation application **590** are shown differently in the screenshot of FIG. **6**. As with any application, the control may be presented in various ways depending on an operation mode, user selection, default parameters, and the like. In this example scenario, a user selection for displaying the scorecard along with two selected reports is assumed. Thus, charts **693** and **695** are displayed next to scorecard **692**. The charts, as with the scorecard, may also be reformatted and resized according to the parameters of the presentation application.

According to some embodiments, the user may be provided options to select different properties of the charts during the export such as 3D vs. 2D, minimum side, etc. Other available slides in this example scenario as indicated by reference numeral **694** include a subset of the scorecard and another chart based on a selected report.

The screenshots of FIG. **3** through FIG. **6** are for illustration purposed only and do not constitute limitation on embodiments. Indeed, embodiments may be implemented with other types of applications rendering scorecard elements and reports, different selection options, presentation options, and the like, using the principles described herein.

FIG. **7**A illustrates example selection of metrics and reports of a scorecard for different views. As discussed previously, a scorecard may include a number of elements such as metrics (e.g. KPIs), reports associated with selected metrics, and the like. A user may be provided with a user interface during the export process to select which metrics and/or reports they want to have exported to the presentation application.

The example scorecard includes in the metrics and reports column **708** two top level KPIs (KPI **1** and KPI **2**) with a number of lower level KPIs reporting to each. One of the

lower level KPIs (KPI **1.3**) under KPI **1** has two reports associated with it. Additionally, three reports (Reports A, B, and C) are also listed. These may be based on a variety of selected metrics from the scorecard.

For selection a user may be provided different user interfaces, a textual listing of available elements, a table-based listing, a graphical listing utilizing icons, and so on. The example in the figure shows the elements and available number of views in a table format. The user is offered to select metrics and reports for three different views (**702**, **704**, and **706**) by selecting corresponding cells under each view. Once the selection is made, the business logic application may generate metadata reflecting the user's selections such that the output at the presentation application includes selected items.

FIG. **7**B illustrates selection of elements of a scorecard beyond metrics and reports for different views. Metrics and reports are not the only elements associated with a scorecard. Other elements such as commentary, organizational data, analyses, and the like may also be included in the presentation. The example selection in FIG. **7**B illustrates such a selection.

During the export process, briefing book definitions may first be generated based on scorecard element definitions and report view definitions. Selections are then made from the briefing book and subparts (e.g. trend charts, etc.). The example briefing book in the figure is "Sales Briefing Book" **710** for an organization. Elements **712** associated with the briefing book include trend graphs, goegraphic breakdown, compensation anaylsis, regional commentary, and revenue goals broken down by manager, district, and region.

Two view types are offered to the user for the above listed briefing book elements: a view by region and a view by time (**716** and **718**). As in the example in FIG. **7**A, the user may select by clicking on corresponding cells for each view by other selections methods. Once the selections are done, the metadata is prepared for generation of the rendered book in the presentation application.

Operations in generating the presentation such as formatting, pagination, groupings, sizing, and the like may then be performed based on the metadata and default parameters of the presentation application.

FIG. **8** illustrates example effects of using composite objects in exporting scorecard data. According to some embodiments, scorecard and report views may be exported to the presentation application as composite objects as opposed to bitmap images or other types of data that may present inherent limitations.

By using composite objects to covey the data, the presentation application is enabled to modify the received views according to its default parameters or user defined values. Examples scorecard view **822** in FIG. **8** includes a listing of metrics (e.g. KPI **1**, KPI **2**, and their reporting KPIs) as well as the actual and target value columns. By exporting the example scorecard view **822** as a composite object to the presentation application, the business logic application enables the presentation application to modify the view according to its themes. For example, presentation view **824** includes different background coloring for the actual and target value columns while other aspects such as fonts and borders are left untouched. The second example view **826** shows background color of the header row and the font of all cells being modified to match a theme implemented by the presentation application.

Modification of view properties by using composite objects is not limited to the examples shown in the figure. Other aspects of the scorecard or report views including, but not limited to, font, font size, overall size, embellishments, text and graphic effects, and the like, may also be modified in the presentation by employing composite objects.

FIG. **9** illustrates configurations of commentary export from a scorecard to a presentation. Scorecards may include commentary feature, where authorized participants can provide commentary at scorecard, element, dimension, or even cell levels. In a typical scorecard application, the commentary may be presented with an icon (e.g. a small triangle at the corner of a cell). When a user clicks on the triangle, available commentary may be displayed in text form. In a presentation, providing the commentary in the presentation may be employed.

Scorecard view **932** shows a typical scorecard with commentary indicators at the cells for KPI **1.4**, KPI **2.1**, and target value for KPI **2.1**. When the scorecard view is exported to a presentation according to the embodiments, the commentary (**938**) may be listed below the scorecard view in the presentation as shown in example presentation view **934**. According to another embodiment the presentation may include hyperlinks **939** for each commentary listed below the scorecard view as shown in example presentation view **936**. The hyperlkinks may take the user to another slide in the presentation or document that lists all available commentary for the particular scorecard. The presentation of the commentary may take other forms not shown here including, but not limited to, placement of the commentary, format of the links, and the like.

FIG. **10** illustrates an example use of cached scorecard data in a presentation. Typically, rendering of presentations from scorecard data is a one time event and the presentations are stationary, meaning the data in the presentation is not dynamic as presented by the scorecard application. On the other hand, scorecard views (as well as report views) may be repeated for data associated with particular time period without substantially changing format. For example, a user may want to view the scorecard (select metrics) and associated reports for the fiscal year 2006. Then, the user may desire to check the views for fiscal year 2005 or any other year.

According to one embodiment, scorecard data may be cached in exporting to the presentation application such that multiple versions of the presentations can be generated for cached versions of data such as by time period. A similar caching and presentation method may be employed for other dimensions such as region, organizational unit, etc.

In the example presentation view of FIG. **10**, the main view **1044** displays scorecard view **1046** with two associated charts **1048** and **1049**. The data for this view (and the charts) is from fiscal year 2005 as indicated by the side panel **1042**. By using the cached data to generate multiple versions of the presentations, a user may simply click on another year (e.g. 2006) on the side panel **1042** and see the same scorecard view and charts based on the metric data for 2006.

Embodiments are not limited to the example data structures, user interfaces, layouts, and operations discussed above. Many other types of operations may be performed and interfaces/layouts used to implement data driven presentation generation from scorecard data using the principles described herein.

Referring now to the following figures, aspects, and exemplary operating environments will be described. FIG. **11**, FIG. **12**, and the associated discussion are intended to provide a brief, general description of a suitable computing environment in which embodiments may be implemented.

FIG. **11** illustrates data driven presentation generation within a business logic service in a networked system. The system may comprise any topology of servers, clients, Internet service providers, and communication media. Also, the system may have a static or dynamic topology. The term "client" may refer to a client application or a client device employed by a user to perform operations associated with generating data driven presentations from a scorecard. While a networked business logic system may involve many more components, relevant ones are discussed in conjunction with this figure.

In a typical operation according to the embodiments, business logic service may be provided centrally from server **1162** or in a distributed manner over several servers (e.g. servers **1162** and **1164**) and/or client devices. Server **1162** may include implementation of a number of information systems such as performance measures, business scorecards, and exception reporting. A number of organization-specific applications including, but not limited to, financial reporting/analysis, booking, marketing analysis, customer service, and manufacturing planning applications may also be configured, deployed, and shared in the networked system.

Data sources **1151-1153** are examples of a number of data sources that may provide input to server **1162**. Additional data sources may include SQL servers, databases, non multi-dimensional data sources such as text files or EXCEL® sheets, multi-dimensional data source such as data cubes, and the like.

Users may interact with server running on the business logic service from client devices **1171-1173** over network **1165**. In another embodiment, users may directly access the data from server **1162** and perform analysis on their own machines.

Client devices **1171-1173** or servers **1162** and **1164** may be in communications with additional client devices or additional servers over network **1165**. Network **1165** may include a secure network such as an enterprise network, and unsecured network such as a wireless open network, or the Internet. Network **1165** provides communication between the nodes described herein. By way of example, and not limitation, network **1165** may include wired media such as a wired network or direct-wired connection, and wireless media such as acoustic, RF, infrared and other wireless media.

Many other configurations of computing devices, applications, data sources, data distribution and analysis systems may be employed to implement data driven generation of presentations. Furthermore, the networked environments discussed in FIG. **11** are for illustration purposes only. Embodiments are not limited to the example applications, modules, or processes. A networked environment for may be provided in many other ways using the principles described herein.

With reference to FIG. **12**, a block diagram of an example computing operating environment is illustrated, such as computing device **1200**. In a basic configuration, the computing device **1200** typically includes at least one processing unit **1202** and system memory **1204**. Computing device **1200** may include a plurality of processing units that cooperate in executing programs. Depending on the exact configuration and type of computing device, the system memory **1204** may be volatile (such as RAM), non-volatile (such as ROM, flash memory, etc.) or some combination of the two. System memory **1204** typically includes an operating system, **1205** suitable for controlling the operation of a networked personal computer, such as the WINDOWS® operating systems from MICROSOFT CORPORATION of Redmond, Wash. The system memory **1204** may also include one or more software applications such as program modules **1206**, business logic application **1222**, and presentation application **1224**.

Business logic application **1222** may be any application that processes and generates scorecards and associated data. While presentation application **1224** may include any type of presentation application, such as one generating slide presentations, it may also include other applications that generate different forms of output based on scorecard data such as documents, images, graphics files, and the like. Presentation application **1224** may be an integrated part of business logic application **1222** or operate remotely and communicate with the application and with other applications running on computing device **1200** or on other devices. Furthermore, presentation application **1224** or business logic application **1222** may be executed in an operating system other than operating system **1205**. The basic configuration is illustrated in FIG. **12** by those components with dashed line **1208**.

The computing device **1200** may have additional features or functionality. For example, the computing device **1200** may also include additional data storage devices (removable and/or non-removable) such as, for example, magnetic disks, optical disks, or tape. Such additional storage is illustrated in FIG. **12** by removable storage **1209** and non-removable storage **1210**. Computer storage media may include volatile and nonvolatile, removable and non-removable media implemented in any method or technology for storage or information, such as computer readable instructions, data structures, program modules, or other data. System memory **1204**, removable storage **1209** and non-removable storage **1210** are all examples of computer storage media. Computer storage media includes, but is not limited to, RAM, ROM, EEPROM, flash memory or other memory technology, CD-ROM, digital versatile disks (DVD) or other optical storage, magnetic cassettes, magnetic tape, magnetic disk storage or other magnetic storage devices, or any other medium which can be used to store the desired information and which can be accessed by computing device **1200**. Any such computer storage media may be part of device **1200**. Computing device **1200** may also have input device(s) **1212** such as keyboard, mouse, pen, voice input device, touch input device, etc. Output device(s) **1214** such as display, speakers, printer, etc. may also be included. These devices are well known in the art and need not to be discussed at length here.

The computing device **1200** may also contain communication connections **126** that allow the device to communicate with other computing devices **1218**, such as over a network in a distributed computing environment, for example, an intranet or Internet Communication connection **1216** is one example of communication media. Communication media may typically be embodied by computer readable instruction, data structures, program modules, or other data in a modulated data signal, such as carrier wave or other transport mechanism, and includes any information of delivery media. The term "modulated data signal" means a signal that has one or more of its characteristics set or changed in such a manner as to encode information in the signal. By way of example, and not limitation, communication media includes wired media such as a wired network or direct-wired connection, and wireless media such as acoustic, RF, infrared, and other wireless media. The term computer readable media as used herein includes both storage media and communication media.

The claimed subject matter also includes methods. These methods can be implemented in any number of ways, including the structures described in this document. One such way is by machine operations, of devices of the type described in this document.

Another optional way is for one or more of the individual operations of the methods to be performed in conjunction with one or more human operators performing some. These human operators need not be collocated with each other, but each can be only with a machine that performs a portion of the program.

FIG. **13** illustrates a logic flow diagram for a process of generating a presentation from a scorecard in a data driven matter. Process **1300** may be implemented in a business logic application that processes and/or generates scorecards and scorecard-related reports.

Process **1300** begins with operation **1302**, where scorecard data is received for exporting to the presentation application. The scorecard data may be provided by a plurality of sources such as those discussed in FIGS. **1**, **2**, and **11**. The data may include scorecard view of all or a subpart of the metrics associated with the scorecard, reports associated with all or a subpart of the metrics, unstructured data such as commentary or annotations, attributes or properties associated with the scorecard elements and views. Processing advances from operation **1302** to operation **1304**.

At operation **1304**, briefing book definitions are generated based on the received data, default parameters, and user-defined parameters. Depending on what type of presentation is to be generated, charts may be created based on the data; scorecard and report views may be reformatted, resized, paginated (broken down to multiple pages or images). Moreover, presentation elements such as slides may be grouped, matched to a theme of the presentation, and unstructured data inserted in the layout of the views as defined by the default or user-defined parameters. The briefing book may then be provided to a user for selection of subparts such as charts, scorecard views, as well as other presentation parameters. Processing proceeds from operation **1304** to operation **1306**.

At operation **1306**, user selection(s) are received for the rendered book. For example, a user may select a portion if the available charts, particular elements of the scorecard to be presented, and the like. The user may also modify presentation parameters, which defined formatting, sizing, layout, pagination, and the like, of the selected parts. Processing moves from operation **1306** to operation **1308**.

At operation **1308**, the presentation book is rendered based on the user selections, metadata, and presentation application parameters. During the generation of the rendered book, images may be compressed, slides grouped by metrics, snapshots generated, and views scaled. The rendered book may also include multiple versions of the presentation based on cached scorecard data (e.g. for different fiscal years).

Following the generation of the presentation, the rendered book may be provided to subscribers using predefined security measures by electronic mail, downloading, and the like. After operation **1308**, processing moves to a calling process for further actions.

The operations included in process **1300** are for illustration purposes. Generating presentations from scorecards in a data driven manner may be implemented by similar processes with fewer or additional steps, as well as in different order of operations using the principles described herein.

The above specification, examples and data provide a complete description of the manufacture and use of the composition of the embodiments. Although the subject matter has been described in language specific to structural features and/or methodological acts, it is to be understood that the subject matter defined in the appended claims is not necessarily limited to the specific features or acts described above. Rather, the specific features and acts described above are disclosed as example forms of implementing the claims and embodiments.

What is claimed is:

1. A system for rendering a presentation based on a scorecard, comprising:

a memory;

a processor coupled to the memory, wherein the processor is configured to execute instructions to perform actions including:

receive data associated with the scorecard for exporting to a presentation application, wherein the data includes at least one from a set of: a partial scorecard view, a full scorecard view, a report view, and unstructured data;

auto-align and associate the data with a plurality of presentation parts;

generate a set of definitions for the presentation parts based on at least one from a set of: the received data, default parameters of the presentation application, and subscriber-defined parameters associated with the presentation;

present, based on a permission infrastructure, a subscriber with selection options among available presentation parts and options for redefining attributes of selected presentation parts, the attributes comprising a setting of a view type for the presentation, the view type comprising one of the following: a view by region and a view by time;

receive a subscriber selection of at least one of the available presentation parts, the selection defining at least one attribute associated with the selected at least one presentation part;

create a composite object for export to the presentation application based on the received subscriber selection, the composite object being configured to define metrics associated with the selected at least one presentation part and a layout of the metrics within the presentation associated with the at least one attribute defined by the selection; and

exporting to the presentation application the composite object that is modifiable by the presentation application.

2. The system of claim **1**, wherein the processor is further configured to receive the data from a plurality of data sources associated with a business logic service.

3. The system of claim **1**, wherein the processor is further configured to provide different selection options to different subscribers based on a permission level of each subscriber.

4. The system of claim **1**, wherein the processor is further configured to provide the data to the presentation application in Extensible Markup Language (XML) format.

5. The system of claim **1**, wherein the processor is further configured to provide a rendered presentation to a predefined number of subscribers through one of an electronic mail, an instant message, and a download process.

6. A method to be executed at least in part in a computing device for rendering a presentation based on a scorecard, the method comprising:

receiving data associated with the scorecard for exporting to a presentation application, the data comprising a plurality of scorecard metrics;

generating, based on the received data, a briefing book comprising preliminary parts of the presentation and options for a view type for each of the preliminary parts;

providing the briefing book to a user and receiving a user selection of at least one of the preliminary presentation

parts and a user selection of a corresponding view type for each of the selected at least one presentation parts;

creating a composite object for export to the presentation application based on the scorecard data and the received user selections, the composite object being modifiable once received by the presentation application to meet the formatting requirements of the presentation while preserving the content of the scorecard;

exporting the composite object to a presentation application; and

rendering the presentation by the presentation application, the composite object being used by the presentation application to build the presentation.

7. The method of claim **6**, wherein the method further comprises:

reformatting and resizing the briefing book based on an attribute of the presentation.

8. The method of claim **6**, wherein the presentation includes at least one of: a slide presentation file, an image file, a graphics file, and a composite document file.

9. The method of claim **6**, wherein the method further comprises:

grouping the composite object based on at least one from a set of: the user selections, an attribute of the presentation, and the briefing book structure.

10. The method of claim **6**, wherein the briefing book is provided to the presentation application as a composite object.

11. A system for rendering a presentation based on a scorecard, comprising:

a memory;

a processor coupled to the memory, wherein the processor is configured to execute instructions to perform actions including:

receive data associated with the scorecard for exporting to a presentation application, the data comprising a plurality of scorecard metrics;

generate, based on the received data, a briefing book comprising preliminary parts of the presentation and options for a view type for each of the preliminary parts;

provide the briefing book to a user and receiving a user selection of at least one of the preliminary presentation parts and a user selection of a corresponding view type for each of the selected at least one presentation parts;

create a composite object for export to the presentation application based on the scorecard data and the received user selections, the composite object being modifiable once received by the presentation application to meet the formatting requirements of the presentation while preserving the content of the scorecard;

export the composite object to a presentation application; and

render the presentation by the presentation application, the composite object being used by the presentation application to build the presentation.

12. The system of claim **11**, wherein the processor is further configured to execute instructions to perform actions including reformat and resize the briefing book based on an attribute of the presentation.

13. The system of claim **11**, wherein the presentation includes at least one of: a slide presentation file, an image file, a graphics file, and a composite document file.

14. The system of claim **11**, wherein the processor is further configured to execute instructions to perform actions including group the composite object based on at least one from a set of: the user selections, an attribute of the presentation, and the briefing book structure.

15. The system of claim **11**, wherein the briefing book is provided to the presentation application as a composite object.

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